



GENERAL MANAGER



**THE MARIN COUNTY TRANSIT DISTRICT
IS SEEKING ITS FIRST GENERAL MANAGER**

UNIQUE OPPORTUNITY

This is an opportunity to develop and lead an established organization with a significantly expanded role in providing local transit services for one of the San Francisco Bay Area's most dynamic counties.

THE DISTRICT

Created in 1964 by Marin County voters, the Marin County Transit District provides local transit service within the County. Until 2003 the District's primary fixed route transit function was to act as a "pass through" agency providing state and federal funding for local transit service within the County to Golden Gate Transit, the regional transit provider, which also planned, managed, and operated local service. The District also managed contracts for paratransit and rural services.



In 2003 for financial reasons, Golden Gate Transit implemented a major restructuring of its routes resulting in significant reductions in regional transit service. To save money and better match transit service to increasing local service demands, Golden Gate Transit and the District agreed to truncate routes that previously crossed county lines and to create new local routes that would operate entirely within Marin County. Many regional routes were thus redefined as local routes, ultimately transferring responsibility for these routes from Golden Gate Transit to the District. The District has recently entered into a new, \$80 million, five year agreement with Golden Gate Transit to provide approximately 122,000 local service hours annually. In 2005 local routes accounted for well over 3 million passengers making the District one of the largest local transit operations in California that does not directly serve a major urban center.

In 2004 public transportation in Marin County received a significant new funding source with the passage of Measure A, a special tax measure raising the countywide sales tax rate by one half cent to implement a 20-year Transportation Plan. Requiring a two-thirds voter approval for passage, Marin voters passed Measure A with over 71% approval. One of the Plan's implementation strategies is to "develop a seamless local bus transit system that improves mobility and service community needs, including special transit for seniors and the disabled" and applies 55% of the new proceeds (estimated at \$182 million over 20 years) to this effort. With the approval of Measure A Marin becomes a "self help county" enabling projects and programs outlined in the Plan to bring an increased share of funding from other sources.

As of May 2006 the District's responsibilities include:

- Fixed route transit – all routes that begin and end in Marin County, currently operated by Golden Gate Transit.
- School-oriented special bus trips designed to serve schools at bell times, currently operated by Golden Gate Transit (272,000 trips annually).
- Rural small-bus transit service – MV Transit recently became the operator of the West Marin Stagecoach (28,000 trips annually).
- Demand responsive service for seniors and persons with disabilities:
 - * Paratransit – currently operated by Whistlestop Wheels (83,000 trips annually).
 - * EZ Rider – a shuttle service in Novato currently operated by Whistlestop Wheels (3,000 trips annually).

The District is governed by a seven-member Board, consisting of all five members of the Marin County Board of Supervisors and representatives from two of Marin cities/towns, all of whom are elected officials. For the last 10 years, the District has employed one full-time planning staff member who reported to the Marin County Public Works Director. The District also received administrative, legal and support services as well as operating space through Marin County. With the District's increasing responsibilities, the Board recently created the new position of General Manager to lead the District's transformation to a full-fledged, independent agency, and authorized a staff increase to four positions. The District operates on a \$24 million proposed FY06-07 budget, including all contracts and staffing. The District contracts for nearly all of the 70 buses used in its services.

THE COMMUNITY

Marin County is a dynamic community of 250,000 well-educated and involved residents. From its tidelands to the top of Mt. Tamalpais, Marin enjoys a high quality of life marked by beautiful beaches, groves of redwoods and oaks, rolling foothills, and scenic valleys. The mild year-round Mediterranean climate is highlighted by cool, coastal fog tempering the warm inland temperatures of summer. Incorporated communities include Belvedere, Corte Madera, Fairfax, Larkspur, Mill Valley, Novato, Ross, San Anselmo, San Rafael (the County seat), Sausalito, and Tiburon.

Marin County is known for its combination of rural and suburban lifestyles. A recreation destination for the entire Bay Area -- the Golden Gate National Recreation Area and Point Reyes National Seashore are just two destinations out of more than 140,000 acres of public lands within Marin. The County's active economy includes insurance (e.g. Fireman's Fund), finance (e.g. GreenPoint Mortgage), movie and video production (e.g. Lucas Films), agriculture, aquaculture, computer software (e.g. Autodesk), communications equipment, printing, and tourism. Marin is also home to the Buck Institute, a world-class institute researching the process of aging.



Marin County children excel in school. Test scores are well above the average. The 19 school districts in Marin range in attendance from 20 to 8,000. There are 74 public schools that include elementary, middle, high school, college, continuing education, alternative education, independent study, and charter schools. The Marin Community College has two campuses: Kentfield and Novato. There are several private educational institutions for all age levels, including Dominican University in San Rafael.

THE POSITION

Under policy and administrative direction by the Board, the General Manager is responsible for managing the District's overall activities including organizational development, contract and fiscal management, administration, capital improvement program, intergovernmental liaison, public relations, and related activities. This includes, but is not limited to:

- leading the development of the District as an independent agency
- assisting the Board in the development, implementation, and achievement of the District's policies and objectives
- preparing and implementing the District's Short Range Transit Plan
- evaluating District programs and services, and preparing recommendations for improvements to the Board
- preparing, and subsequently managing, annual capital and operating budgets for Board approval
- guaranteeing District funding is compliant with applicable laws and regulations
- overseeing the adequacy and soundness of the District's financial structure
- negotiating multiple transit operator service agreements and monitoring related compliance
- advising the Board on issues of concern to the District
- representing the District with regional, State, local officials, other governmental agencies and related public interest groups
- directing/handling District media and public relations
- handling human resources and labor relations for the District



The District currently employs a Transit Planning Manager, two Senior Planners, and a part-time clerical position. All positions will report to the General Manager.

Having previously operated out of the County's Public Works Department, the District has recently secured a San Rafael location for its offices. It will be jointly located with the Transportation Authority of Marin (TAM) which administers the Measure A Transportation Sales Tax Expenditure Plan and serves as the Congestion Management Agency for the County.

CURRENT ISSUES AND PRIORITIES

Current issues and priorities that the General Manager will need to address include:

Short Range Transit Plan – In March 2006 the District's Board approved a Short Range Transit Plan pursuant to Measure A. (A copy of the Plan can be seen on the District's website, shown below). The District has currently set September 2006 as the target date to implement this Plan thus providing the new General Manager with the opportunity to be involved in developing the District's first ever local bus operation.

Funding – Like most transit operators, the District relies on a variety of sources of funds to pay for capital and operating costs. The recent passage of SAFETEA-LU, the reauthorization of the federal transportation bill, provides new opportunities to the District. Related choices on funding options will affect future decisions on such major issues as equipment acquisition and ownership, as well as whether the District should conduct some or all services with its own employees. The General Manager will lead the analysis of these and other opportunities, evaluate related consequences of making various choices, and advise the Board on the funding options that should be pursued.

Bus Stop Improvements – Virtually all of the local bus stops in Marin County require some improvements to meet accessibility requirements, improve rider shelter and comfort, and/or replace aging facilities. Measure A provides partial funding, but the General Manager will need to lead efforts to fully fund and subsequently implement these improvements.

Public Information – With the broad public approval of Measure A, there is considerable interest in the District's progress toward implementing the transit portion of the Sales Tax Expenditure Plan. Under guidance from the Board, the General Manager will develop effective public information programs to convey District activities and will personally participate in related efforts.

Initial Operations – The District's Board is looking to the General Manager to build the organization that will achieve the District's mission. This organizational development includes the hiring of staff, coordination of consulting services, and the implementation of the necessary administrative systems.

To view further information about the Marin County Transit District, see its web site at: www.marintransit.org. For more information on Measure A go to www.marintransportation.org.

IDEAL CANDIDATE

The ideal candidate will have significant, hands-on experience in public transit operations and management, as well as strong skills in program analysis and development, communication, consensus building, budget and contract management, and strategic planning. The successful candidate will have good knowledge of the key state and federal funding sources and related requirements; current regulations and legislation affecting public transportation services; and good contacts with other leaders in transportation. This resourceful leader will understand how to serve the needs of a Board of Directors, possess a record of energy and integrity, and work effectively and collaboratively with customers, contractors, and local and regional government representatives. Experience in California, especially within the San Francisco Bay Area, is preferred, but not required.

Specific qualifications are as follows:

Education and Experience

At least five years of progressively responsible experience in planning and operations in a transit agency preferably at the local or regional level, with at least three years of management experience. A Bachelor's degree in transportation planning, business, public administration, engineering or related field is required. A Master's degree in a related field is desirable.

Competencies and Personal Characteristics

In addition to the above, the ideal candidate will:

- work effectively in a diverse community with a broad range of personalities and interests
- be articulate, both orally and in writing
- be a strong leader, who knows when to be decisive
- have knowledge of Best Practices and manage the District's fiscal resources wisely
- be responsive to the Board
- be collaborative; a facilitator of consensus
- be a creative problem solver
- handle multiple priorities effectively
- serve impressively as District spokesperson when designated
- be a team builder and mentor; committed to selecting quality staff and developing them to their fullest potential
- be calm under pressure and possess a good sense of humor
- be a good listener; not easily deterred by criticism or controversy
- be politically aware and sensitive



COMPENSATION AND BENEFITS

The annual salary for the General Manager will be **up to \$118,900** based on the qualifications of the successful candidate. The District provides current employees with a comprehensive benefit plan through Marin County, including participation in the County's 1937 Act Retirement System. Benefits for the appointed General Manager will be negotiable to a limited degree. The General Manager will play a lead role in developing the District's benefit plan.

APPLICATION PROCESS AND RECRUITMENT SCHEDULE

To be considered for this position, please submit a resume, and cover letter including current salary and the names of three work-related references directly to:



Kris Kristensen or Kim Valenzano
CPS EXECUTIVE SEARCH
241 Lathrop Way • Sacramento, CA 95815
916 / 263-1401 • Fax: 916 / 561-7205
Email: resumes@cps.ca.gov
CPS website: www.cps.ca.gov/search

The final filing date for this position is Friday, June 30, 2006

Following the filing date, resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews in early July by the consultants. Candidates appearing best suited will be reported to the District. The District will invite approximately 5-7 candidates to participate in a series of interviews in Marin sometime in early August. An offer of appointment is anticipated by mid-late August following full reference and background checks, and a final interview with the District's Board.